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The role of Flexible Work Arrangements in promoting Work Behavior Proactive: A field study in a sample of Universities Iraqi Selected.

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Abstract. The aim of this research is to test the role of flexible work arrangements in promoting proactive work behaviour through the views of a sample of academic leaders in selected Iraqi universities. To achieve the research objectives, the researchers adopted a descriptive-analytical approach to describe the phenomenon under investigation. The study targeted three Iraqi universities (Tikrit University, Kirkuk University, Samarra University) as the field of study, with a total population size of (364) academic leaders. The questionnaire were formulated as the main data collection tool, and the final sample size of the research after excluding invalid forms for statistical analysis was (179). The survey was conducted both in the field and electronically. The research has reached a set of results, the most important of which is that flexible work arrangements play a significant and essential role in enhancing proactive work behaviour among the researched employees in Iraqi universities. Additionally, the research provided a set of recommendations, including the promotion of a flexible work environment that allows employees to work from different locations and meet their individual needs and professional commitments, as well as enhancing their culture to encourage them to generate creative and innovative ideas and solve the problems they face.

Keywords: Flexible Work Arrangements, Proactive Work Behaviour, Academic Leaders, Researched Iraqi Universities.

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Introduction

Within the framework of the major transformations in work environments and their continuing dynamism, contemporary organizations today, including educational organizations, seek to achieve a balance between their needs and the needs and desires of the individuals working in them by finding appropriate means to make work more flexible and able to satisfy those needs, which in turn is reflected in the psychological comfort of the individual and his skills and behaviors at work and the need of our environment and our educational organizations for such. Studies and research: this came from a search to take it upon herself to test the role played by flexible arrangements and practices to work to enhance employees' self-motivated and voluntary behaviors and initiatives in the higher education sector in Iraq. These details were used in a logical and scientific context to be a model and starting point towards exploring selected Iraqi universities as a field. To search which is distinguished by the extensive experience of its academic and scientific staff. In order to build the general framework of the research, it was divided into four sections. The first section dealt with presenting the methodological framework of the research, while the second section dealt with building the theoretical framework, while the third section was concerned with presenting the practical aspect of the research. The research concluded with the fourth section, which dealt with the conclusions and recommendations reached by the research.

Methodological Framework

First: Research Problem and Questions

The development what he witnessed administrative thought related to human resources management in the current century, and the challenges and developments witnessed in the contemporary business environment characterized by competition and environmental uncertainty, which have cast their shadow on organizations in their various fields and orientations, including educational institutions represented by universities, which has made these organizations faced with the need for human resources with the capabilities and qualifications to a high level in terms of interest and modern work strategies and mechanisms. To enhance this, it was necessary for it to adopt new concepts through which it could develop the philosophical and cognitive starting points for its work environment and its arrangements in order to develop these human resources in general, as they are an important wealth. Perhaps one of the most prominent topics that received attention in light of these developments are (flexible work arrangements, proactive work behavior). Based on the above, the research problem revolves around identifying the role of flexible work arrangements in enhancing proactive work behavior. From this standpoint, the research problem is determined by two questions, as follows:

1. Is there a significant correlation between flexible work arrangements and promoting proactive work behavior at the macro level?
2. Is there a significant direct effect of flexible work arrangements in promoting proactive work behavior at the aggregate level?

Second: Research Importance: The research gains its importance through the importance of its variables and the chosen field. The research contributes by presenting the theoretical frameworks for the two research variables represented by (the role of flexible work arrangements in promoting proactive work behavior). Therefore, the importance of the research from a theoretical and field perspective is clear through the following points:

3. The limited and paucity of research that was concerned with examining the two variables of the current research and testing the relationship between them. According to the knowledge and knowledge of the researchers, there is no Iraqi research that has measured and tested the independent variable (flexible work arrangements) within the Iraqi environment and its relationship with the dependent variable.
4. Increasing work pressures for human resources and the emergence of many contemporary events have made flexible work an essential means to overcome them, as is the case with the events that accompanied the Corona pandemic, which increased the importance of flexible work

arrangements, including remote work, part-time work, ensuring work continuity and other arrangements.

5. The importance of research is demonstrated by Building a cognitive and intellectual framework for topics task Such as (flexible work arrangements, enhancing proactive work behavior), as two variables characterized by modernity in contemporary administrative literature in the field of human resources management.
6. It contributes to providing a modest knowledge addition to Iraqi libraries in particular and Arab libraries in general and to conducting future studies regarding the two variables of the current research.

Third: Research Objectives: In light of the question at research and its importance: The researchers seek to achieve the following goals:

1. Testing the nature of the correlation between flexible work arrangements and proactive work behavior in educational organizations as a research sample.
2. Knowing the effect of flexible work arrangements in enhancing proactive work behavior in the investigated Iraqi universities.
3. The strong competitive environment in which higher education institutions operate provided a strong opportunity for the two researchers to present proposals and recommendations in finding ways to enhance proactive work behaviors through flexible work skills and arrangements to confront this competition.

Fourth: Hypothetical research plan: For the purpose of providing a systematic treatment of the research problem according to its theoretical framework and field contents, a hypothetical model was built that reflects the nature of the logical relationship between the studied variables, in addition to providing an explanation of the sub-dimensions of these variables and their effects on the studied Iraqi universities, taking into account the possibility of measuring these variables. The hypothetical model of the study can be show through Figure (1), which expresses a set of variables:

- 1) The independent variable (**Flexible Work Arrangements**) and its sub-dimensions was represented by (**Flexibility in the amount of work, Flexibility in working hours, Flexibility in the workplace, and Flexibility in work continuity**).
- 2) The dependent variable (**Enhancing Proactive Work Behavior**), and its dimensions were represented by (**Individual innovation, Employee Voice, Assuming Responsibility, and Preventing Problems**).

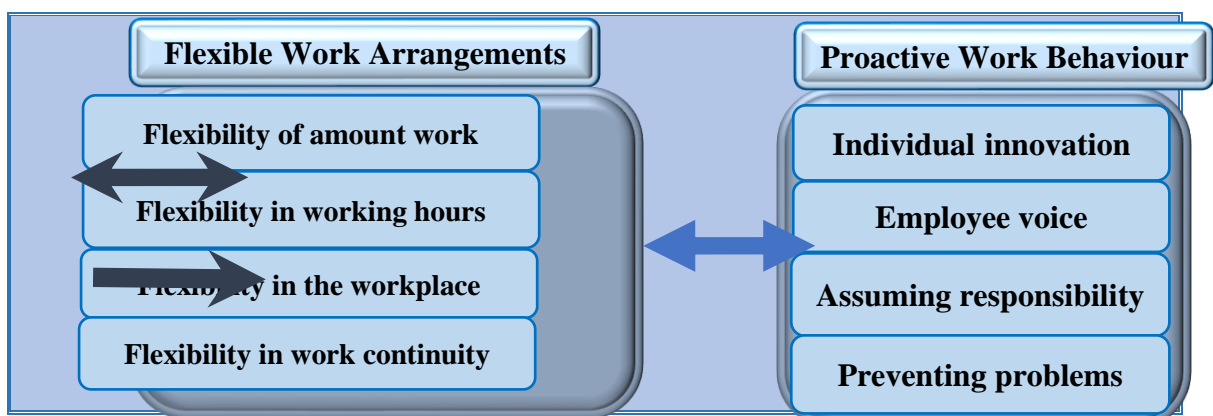


Figure (1) Research Model

Source: Prepared By Researcher

- Correlation \longleftrightarrow , Effect Relation \implies

Fifth: Research Hypothesis: To answer the question raised in the research problem, the following hypotheses was formulated:

1. There is a significant correlation between flexible work arrangements and promoting proactive work behavior in terms of their dimensions at the aggregate level.
2. Flexible work arrangements influence the promotion of proactive work behavior at the macro level.

Sixth: Research Limits

1. Cognitive limits: The cognitive boundaries of the research were represented by the two research variables (flexible work arrangements and enhancing proactive work behavior) among employees in the investigated universities.
2. Human limits: A group of academic leaders represented by (Deans of Colleges, Assistant Deans, Heads of Departments and Branches) in the universities studied represented the human boundaries.
3. Spatial boundaries: a selected group of Iraqi universities, which included (University of Tikrit, University of Kirkuk, and University of Samarra), represented the spatial boundaries of the study.

Seventh: Research Methodology:- The researchers used the descriptive analytical method because it is compatible with the current research trends that relied on opinion polls. It also has a comprehensive outlook and relies on description and analysis. It is defined as an investigation that addresses a specific phenomenon or problem with the aim of diagnosing it by collecting data and information about it, then classifying, analyzing, and subjecting it to careful study.

Eighth: Research Tool: - The researchers relied on the questionnaire form to collect primary data and the five-point Likert scale to fit it with the questions asked in the questionnaire which was formulated based on what was covered in the theoretical framework of the research and then presented it to the arbitrators and after taking into account the comments received from the arbitrators amendments were made crisis and distributed among the sample studied.

Ninth: Research population and Sample: A sample was selected from selected Iraqi universities as an applied field for the research, represented by (Tikrit University, Kirkuk University, and Samarra University), and accordingly, the research community was defined as academic leaders represented by (deans of colleges, assistant deans for scientific and administrative affairs, and heads of departments/branches) in the sample universities, the number of which is (364) academics. Through this, the research sample was selected intentionally from the total community represented by academic leaders, where the sample size reached (179) academic leaders.

Tenth: Statistical methods and means adopted in the research

Based on the research trends and its intellectual and philosophical contents, and in order to prove the validity of the hypotheses, the statistical analysis program (SPSS V.23) was used to analyze the data related to the field aspect of the research. These tools can be classified as follows:

1. Frequencies and percentages: In order to describe the characteristics of the study sample, the arithmetic mean and the standard deviation in order to identify the trends of the study sample members towards the paragraphs of the study tool and arrange them according to their degree of importance.
2. Coefficient of variation: to indicate the degree of agreement or difference between the answers of the sample items.
3. Cronbach's alpha test: To determine the stability of the scale for the study.
4. Normal Distribution Test: To ensure that the data are free of statistical problems.
5. Pearson's Correlation Coefficient and Spearman-Brown Correction Equation: To determine the strength of the correlation between the study variables and their dimensions.
6. Multiple Regression Analysis: To show the effect of more than one independent variable on one dependent variable. and the strength of the variables is graded.

7. Simple Linear Regression Analysis: To show the effect of one independent variable on one dependent variable.

Theoretical Framework

First: The concept of Flexible Work Arrangements

Flexible work arrangements are defined as a human resources strategy that aims to attract, retain, and develop talented individuals with specializations, develop their skills, motivate them, and evaluate their performance on an ongoing basis. Employers are interested in these arrangements because the workforce is diverse and different from each other and they deal with a dynamic environment. (Aziz & Siddiqui, 2020: 109). As he explained it (Cohen, 2022:21) They are work policies and offers that are provided by the organization to employees to preserve them, empower them, and include them within the organization's family, where they can be used to modify or adapt the workplace or its time to create a balance between their personal and work lives and enjoy family vacations, as well as allowing employees to spend the energies they possess outside of work.

(Abdulwasiu & Wahid, 2023: 176) have defined it as practices that allow individuals to control or manage the balance between life and work with achievement and satisfaction through three basic elements related to time, i.e. the amount of time the employee spends at work and behavior; i.e. the employee's belief that he is able to achieve what he wants at work, in his personal life, and in activity; i.e. limited and relevant resources for employees who are able to achieve work and non-work goals. From his side confirmed it (Agbanu, et al, 2023:5) As achieving a greater level of flexibility in the workplace, scheduling work hours and the amount of hours worked, these arrangements allow employees and organizations alike to make informed choices regarding when? (such as flexible time, compressed work weeks), and where? (such as remote work), and how much? (Reduced hours, part-time).

In line with what was mentioned, the researchers define flexible work arrangements as a set of practices implemented by organizations to ensure the survival of employees and make them happy and satisfied, as well as the development of their job skills through agreements between employers and employees in which employees have a limited amount of independence in planning their working hours or choosing alternative locations in isolation. About the traditional workplace and determining the amount of work they must complete.

Second: The importance of flexible work arrangements

Flexible work arrangements are gaining great importance in the lives of employees and employers alike, as they give employees control over their work schedules and the ability to implement them. They also work to achieve a fair balance between their personal lives and their work lives, thus increasing their job satisfaction. See (Mungania, et al, 2016: 162) Flexible work arrangements are linked to achieving positive results for employees, namely improving mental health, reducing stress, fatigue, turnover, and absenteeism, increasing loyalty and job satisfaction, in addition to encouraging innovation, creativity, and productivity processes. He added (Ongaki, 2019: 171) The importance of flexible work arrangements is highlighted by providing mechanisms that help employees manage their work roles and personal lives in a better and more effective way, giving them the ability to determine the start and end times of their work while paying attention to the employee's overall performance and what is reflected in turn on his productivity in the organization, alleviating work pressures and alleviating conflict between the employees. and his family resulting from the additional workload. These arrangements also work to eliminate employees' intentions to leave work. And explain (Rahman, et al, 2023: 527) Flexible work arrangements enable employees to make choices and work policies that affect when, where, and for how long they are connected and involved in their jobs and tasks related to their work, so that the worker has freedom to work in terms of working time, place of work, and quantity of work completed, and achieves happiness and well-being in the workplace. (Abdullah & Abdul Rahman, 913:2023) stated that flexible work arrangements gain great importance through their role in

achieving happiness and well-being for employees and gaining their satisfaction by giving them the opportunity to create a balance between work and family life and their focus on the psychological factors that are closely related to the employee's personality, including: the spirit. Morale to them, enhancing their loyalty and belonging to their organizations.

Third: Dimensions of Flexible Work Arrangements

In this paragraph, the researchers present the dimensions of flexible work arrangements, which are represented by four dimensions: (Flexibility in the Amount of Work, Flexibility in Working Time, Flexibility in the Workplace, and Flexibility in Work Continuity), and he was baptized the researchers developed a model (Kossek & Michel, 2011) in determining dimensions.

1. Flexibility in the Amount of Work

Flexibility in the amount of work is defined as the ability to move and the creative ability of employees when they are at work, that is, the ability to expand the content of work, and there is a change in the types of employee turnover according to the nature of the work and changing the task and thus changing the type of human resources, and adding new jobs.(Chu, et al, 2012:43). While (Abu Jalida, 2018: 44) defined it as the organization's ability to control and evaluate the effort made by the employee, monitor and control the way in which this work is carried out, and the pattern of job performance practiced by the employee and the activities that he engages in, which will reflect the quantity and quality of his outputs. As he explained it (Costa & Portioli, 2021:421) It is a strategic measure used by organizations to confront situations of heavy workload and increasing competition by attracting and appointing new, highly skilled employees and training them to achieve flexibility in the volume of work performed. The increasing need for flexibility at work leads employees to perform tasks and share more responsibilities, which creates comprehensive knowledge in them.

2. Flexibility in Working Time

Flexibility in working time expresses the management of working time for employees within their voluntary (desire) in accordance with the needs of the organization. Flexibility here includes flexibility in working hours, overtime, compensatory leaves, and other forms of flexible work that give the employee the right to control other times, whether increasing or decreasing time. Daily work according to individual circumstances (Qian, et al, 2012:273).In what he sees (Wöhrmann, et al, 2021:3) It is the flexibility that gives employees the ability to control the start and end times of their work day. It is also considered a means and tool for changing the boundaries between work and home and according to the employee's personal needs, such as the employee allocating his working hours according to the time he prefers in the morning to wake up, which is reflected in his activity and performance. (Al-Falite & Abdeen, 2021:94) referred to it as a procedure or plan that the employee adopts in order to divide his working time and allows him the freedom to spend his working time. He uses it to divide his working time, which is considered an essential time that often falls in the middle of the work day. Therefore, the worker has the right, after the employer's approval, to distribute the specified working hours daily, so that the worker has the right to reduce the working hours after the employer's approval, if the nature of the work allows this and in a manner consistent with the worker's needs, provided that the total number of working hours is not less than He works on a daily basis during the usual working hours For the worker.

3. Flexibility in the Workplace

A concept that expresses the ability of employees to make choices that affect when, where, and for how long they participate in work. It is considered a multifaceted concept that includes freedom of action regarding where work is performed (such as remote work), and the duration of individual and group sessions for work-related tasks (such as part-time work), in addition to options for multiple points of work, such as entering and exiting paid work, or what is called "professional flexibility (Fransman, 2014:13).

As for (Bydén, 2017:4) he explained that it is the ability of employees to make choices that affect when, where and how long they participate in tasks and duties related to work and to what degree they can engage in work and give them freedom of action to manage their work environments, which creates well-being and happiness for them. Either (Bal, & Izak, 2021:48) explain it workplace flexibility is considered a trade-off or exchange of interests between stakeholders, specifically employees and the organization, which relates to achieving a balance between the organization's interests and directions in achieving its strategic goals and the needs of employees in a way that enhances their satisfaction with the organization.

4. Flexibility in Work Continuity

Flexibility in work continuity is defined as a feeling among the individual worker of satisfaction with the work and its flexible nature, and thus continuing to work for the organization and not having to change the job for any reason. Therefore, increasing flexibility in various work practices increases the opportunities for employees to deal with their various tasks and duties, as this provides From an increase in the level of their active and effective performance during the working hours agreed upon with them to complete them (Dabdab & Al-Nazer, 2021: 25).

He pointed out (Yeaman, 2021:36) Flexibility in work continuity is linked to flexible work schedules, which increase employees' organizational commitment, make them feel job security, and ensure their continued stay in the organization. Thus, these employees become more connected and more keen to achieve the organization's goals and support its values. From the opinion of (Kossek, et al, 2021:16) that is Flexibility in work continuity enables employees to let when to take leave if they need it without losing their jobs, thus giving them the possibility of returning to work and continuing in it as soon as possible, and when this is coupled with job sharing or part-time work and less job fatigue, which gives the organization the ability to retain employees. Talented and distinguished people.

Fourth: The Concept of Proactive Work Behaviour

Proactive work behaviour is defined as a set of procedures and behaviours through which individuals can identify problems, how to find solutions to them, and discover potential opportunities in the environment, where they begin self-change by developing action plans for the future (Vough, et al, 2017:3). In what he sees (Otto, et al, 2019: 3) they are proactive measures taken by employees on their own initiative aimed at changing or improving themselves and their environment to enhance performance and innovation and achieve the lowest cases of job fatigue to which they are exposed because of the tasks and roles assigned to them. And between (Fu, et al,2020:3-4) They are initiatives by individuals to take control of events from a change-oriented, self-focused perspective to optimally deal with the environment of uncertainty by following the "adaptive performance" strategy for the purpose of facing continuous changes in customer demands and keeping pace with technological progress to provide what is best. He added (Shehata & Al-Gharbawi 8:2023) that it is characteristics of personal initiatives that characterize the individual are self-initiated behavior, meaning that the individual performs a work or task without being explicitly asked to do so, proactive behavior, meaning that it requires intense focus to perform the long-term role and anticipate the problem and opportunities, continuous behavior, meaning the individual seeks to overcome on what hinders him to bring about change in the organization.

In line with the above, the researchers define proactive work behavior as subjective personal behaviors issued by the individual without anyone asking him to perform specific work-related tasks aimed at bringing about a change in the current situation of the organization and working to avoid and prevent problems instead of waiting until they occur, in the sense of a procedure based on... The personal self to move towards the future by taking the initiative, anticipating a specific situation in advance, acting on it, and creating change instead of waiting for it, by controlling the internal organizational environment and creating change in it.

Fifth: Importance of Proactive Work Behavior

Many organizations recognize the importance of proactive behavior and work to encourage their employees to take such voluntary, self-behaviors that emanate from within the individual towards his work and organization, as they are the primary factor for business success in a dynamic, rapidly changing business world. From a point of view (McCormick, et al, 2019:32) The importance of proactive work behavior lies in that it is a behavior related to change, as this behavior that leaves its mark stimulates transformational leaders, which provide strong signals to stimulate proactive behavior among employees, even those who have lower levels of response to proactive behavior that achieves organizational results for them (such as job security, satisfaction career, career success and outstanding organizational performance). While locate (Wahyu, 2019: 514) the importance of proactive work behavior through three levels. The first level represents proactivity as an individual task (such as improving the individual's work procedures), while the second level represents proactivity as a member of the team (such as improving the way the team works), the third level represents proactivity as an organizational member (such as improving management systems knowledge in organizations). And (Mohsin 2019:776) sees that proactive work behavior is of great importance through the behavior of the role that the employee represents in the organization to fulfill the requirements of his official job in addition to additional roles, as this behavior can be described by four important components (personal initiative, self-efficacy, proactive personality, and assuming responsibility). For his part (Fattah et al. 2021: 455) stated that proactive work behaviors are of great importance and have positive effects on individual performance and then reflect on the organization's overall performance, as this importance is represented in giving the individual the ability to be creative and innovative and giving him the ability to access self-management while exercising the job, which he faces the responsibility of taking the organization to what it wants and aspires to.

Sixth: Dimensions of Proactive Work Behavior

In order to convey the implications of proactive work behaviour, a model was adopted (Parker & Collins, 2010) it consists of four dimensions, which are (the worker's voice, assuming responsibility, preventing problems, and individual self-innovation), since, from the researchers' point of view, it is closer to the field and sample of the current research.

1. Individual Creativity

In this context, elucidate (Al-shamsi, 2017:273) that Individual creativity is defined as a planned action in order to propose and present new ideas and implement them within the employee's role within the organization as an individual or as a group in order to improve performance and motivate the employee to be creative as a proactive work behavior that contains in its content the behaviors of creating the idea, marketing it, then realizing it and implementing it

According to (Liter et al. 2019: 289), it is a process of emotional self-stimulation through which the individual is stimulated to work on presenting and creating new ideas that will contribute to presenting new creative suggestions and adoptions that demonstrate his ability to contribute significantly to finding solutions to problems that may arise. Show up in their work environment. (Abdul Amir & Al-Taie 2022: 731) described it as the employee's ability to adopt proactive work behaviors that result in the generation of new and creative ideas and knowledge, which gives organizations the ability and possibility to follow and implement new approaches and work methods and create new opportunities or exploit available opportunities and invest them optimally.

2. Employee Voice

The employee's voice is defined as a formal, voluntary, self-descriptive behavior or an evaluative description issued by the employee that represents a creative, constructive point of view that expresses his ideas and opinions and is brought to the workplace with the aim of changing an undesirable course or situation, improving organizational performance or job performance and to bring about changes in the organization (Li, Ran 2015:7).

As mentioned (Huynh, et al, 2019:3) employee voice is a behavior that stimulates the desire of employees to express their opinions within the work group to enhance their level of self-esteem,

which gives them the right to express their ideas and opinions related to their work environment, which contributes to putting forward constructive and creative ideas to improve operations and work environments.

He added (Wilkinson, et al, 2020:3) the employee’s voice is a subjective discretionary behavior according to which individuals choose whether they are ready or will actually engage in this behavior or not during a certain period in order to deliver and transfer the message (proposal or ideas) from the sender (the employee) to the recipient (senior management) with the aim of making changes in The work environment is commensurate with the employee's ability.

3. Take Charge

Taking responsibility is defined as purposeful personal efforts made by employees for the purpose of making changes in the current situation, taking innovative procedures and policies in implementing tasks, and playing the role of the initiator to change the traditional view of the job within the work contexts of the organization. (Cai, et al, 2019: 2). But from a point of view (Zeng, et al, 2020:1) taking responsibility is proactive behavior or a constructive effort made by employees whose goal is to build the competitive capabilities of organizations and enhance self-performance as well as improve organizational processes in addition to promoting and supporting functional changes that are in the interest of the organization. Through this, he mentioned (Fu, et al, 2022:4) Assuming responsibility is a spontaneous behavior for an employee that aims to influence and make a change in work behaviors in the organization, represented by taking an additional role through spontaneity in assuming responsibility, which places burdens on the employee and requires them to challenge the status quo and make functional changes whose purpose is to improve job performance.

4. Prevention of Problems

Problem prevention is defined as proactive behavior that focuses on preventing problems by dealing seriously with the challenges, difficulties, and obstacles contained in the organizational environment, which focuses on controlling the environment and creating organizational functional change with regard to how work is carried out in it with new work methods or influence through work relationships. (Parker, & Collins, 2010:636). And between (Searle, 2011:113) Preventing problems as a proactive behavior practiced by employees occurs when they eagerly seek in-depth research into the root cause of the problem and then take actions and measures to prevent its recurrence in the future. (Al-Fatlawi & Al-Shammari, 2021: 51) explained the prevention of problems as proactive, self-directed and voluntary behaviors by individuals for the purpose of getting rid of problems, eliminating them, and taking the initiative to prevent their recurrence in the future through careful search for the roots causing the problem, avoiding them, and working to prevent their recurrence.

Field Framework

First: Normal Distribution Test: Before discussing the testing of research hypotheses, it is necessary to test the normal distribution of the data by determining the applicable statistical hypotheses, using both the (Kolmogorov-Smirnov Z) which aims to clarify which data follow a normal distribution and which do not. This is what Table (1) shows:

Table (1) Results of the normal distribution test for the research variables

Variables	Arithmetic mean	Standard deviation	Kolmogorov-Smirnov Z	p-value	decision
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Flexible work arrangements	4.09	0.37	1.096	0.181	Follow a normal distribution
Proactive work behaviour	4.11	0.40	0.893	0.402	Follow a normal distribution

Source: The table was prepared by the researchers based on the Spss program V.24

From the results of Table (1), we notice that the value of (P-Value) Probabilistic function for the main research variables (flexible work arrangements, proactive work behavior) according to a test (Kolmogorov-Smirnov Z) was greater than the level of significance (0.05), which means that the research variables, in their dimensions, follow a normal distribution.

Second: Testing the research hypotheses:

1. First Hypothesis: There is a significant correlation between flexible work arrangements and promoting proactive work behavior in terms of their dimensions at the aggregate level.

After conducting the statistical analysis of the first hypothesis, the results shown in Table (2) became clear as follows:

Table (2) Correlation coefficient and t-test results between flexible work arrangements in terms of their dimensions and enhancing proactive work behavior at the macro level and sub-dimensions

Independent variable		Flexible work arrangements				Overall index
		Flexible work quantity	Flexible work location	Flexible work time	Flexible work continuity	
Dependent variable						
Proactive Work Behavior	Individual innovation	**0.480	**0.570	**0.610	**0.620	**0.690
	Employee voice	**0.540	**0.510	*0.460	**0.530	**0.620
	Take charge	**0.400	**0.340	**0.510	**0.530	**0.540
	Prevention of problems	**0.520	**0.560	**0.550	**0.610	**0.680
		Overall index				0.740

Source: The table was prepared by the researchers based on the Spss program V.24

The results in Table (2) for testing the first main hypothesis indicate the existence of a significant correlation between flexible work arrangements and proactive work behavior of academic leaders in the selected universities at the aggregate level and at the dimension level, as the results showed the following:

- A.** There is a significant correlation between flexible work arrangements and proactive work behavior at the aggregate level, as the value of the correlation coefficient reached (0.740) at a significance level less than the significance level (0.05), which is an excellent value that indicates the strength of the relationship between the two variables to confirm what the study highlighted in its theoretical aspect. This can be interpreted as the more importance academic leaders in the universities studied give flexible work arrangements; the more this enhances the adoption of proactive behaviors by their employees that cast their shadows on work. This result reflects consistency with theoretical logic. Yes, the results came to indicate the possibility of creating synergy between flexible work arrangements and proactive work behavior in terms of their dimensions to reach better performance that achieves the desired goals for the beneficiaries of society and parties related to the field of education.
- B.** There is a significant correlation between the dimensions of flexible work arrangements and proactive work behavior in the universities under study, as the value of the correlation coefficient, arranged according to the dimensions (flexibility of work quantity, flexibility of work location, flexibility of work time, flexibility of work continuity), reached (0.690), (0.620), (0.540) and

(0.680) respectively, which is statistically significant at a significance level of less than (0.05), and the positive value indicates a direct relationship between the variables, i.e. the more interest and practice of flexible work arrangements increases, the more proactive work behavior is enhanced among academic leaders in the universities under study, and these are strong correlation coefficients, and we infer from this that the more academic leaders have the ability to apply and understand the importance of flexible work arrangements for the purpose of achieving synergy between them to reach the enhancement of proactive work behavior among employees in the organization.

- This means accepting the first hypothesis which states (there is a significant correlation between flexible work arrangements and promoting proactive work behavior in terms of their dimensions at the aggregate level). Thus, the first question of the research problem was answered, which reads (Is there a significant correlation between flexible work arrangements and promoting proactive work behavior at the macro level?).

2. Second Hypothesis: Flexible work arrangements influence the promotion of proactive work behavior in terms of their dimensions at the macro level.

After conducting the statistical analysis of the second hypothesis, the results shown in Table (3) became clear to us as follows:

Table (3) Results of the impact of flexible work arrangements on promoting proactive work behavior at the macro level

Independent variable	Dependent variable	Constant value	Value of Beta Coefficient	Value t to test the Beta Coefficient	Determination Coefficient Value % R2	Value F calculated	Connotation
Flexible work arrangements	Work Behavior Proactive	0.83	0.80	14.46	0.54	209.18	Having an effect
Value Tabular F with a Significance level of 0.05 and degree of freedom (1,177) = 3.88							

Source: The table was prepared by the researchers based on the Spss.V 24

Table (3) shows that the value of the F calculated for the independent variable, flexible work arrangements, was (209.18), which is greater than its tabular value at the level of significance (0.05), and the degree of freedom (177.1), which is (3.88). This means that there is a significant effect of flexible work arrangements in enhancing proactive work behavior, including: The sign of the beta coefficient is positive. This means that the effect is positive (direct relationship), and the value of the coefficient of determination was (0.54). This means that (54%) of the changes, occurring in enhancing proactive work behavior can be explained through flexible work arrangements. The value of the beta coefficient was (0.80) is a positive and significant value, as the calculated t value reached (14.46), which is greater than its tabulated value at the level of significance (0.05) and the degree of freedom (177), which amounts to (1.98). This means that when one unit is changed in flexible work arrangements, there will be an increase of (80%) in promoting proactive work behavior. The regression equation was as follows:

$$Y = 0.83 + 0.80$$

Whereas:

Y: Represents the promotion of proactive work behaviour

X: represents flexible work arrangements

- Thus, the second hypothesis is accepted, which states (Flexible work arrangements affect the promotion of proactive work behavior at the macro level). Thus, the fifth question of the research problem was answered, which reads (Is there a direct, morally significant effect of flexible work arrangements in promoting proactive work behavior?) Proactive action at the macro level?).

Conclusions and Recommendations

In this paragraph, the researchers present the most important conclusions and recommendations that the research reached, which will work to enhance the positive results included in the variables and dimensions of the study and address the negative ones, as follows:

1. Conclusions

- A.** The adoption of flexible work arrangements by the surveyed organizations gives employees the necessary flexibility in performing their job tasks and moving away from traditional methods of completing duties by adopting flexible working hours that are spent in the work environment, which gives them a balance between work and life.
- B.** Promoting proactive work behaviors among employees depends on many factors, including providing a safe and healthy work environment, providing sources of happiness and well-being, and reducing work pressures. All of this, in turn, will lead to them being more proactive in completing the tasks assigned to them and thus achieving their job satisfaction.
- C.** There is a significant correlation between flexible work arrangements in terms of their dimensions and enhancing proactive work behavior in the Iraqi universities studied at the macro level. It is a positive correlation, that is, a direct relationship. What explains this is that the more academic leaders in the Iraqi universities studied seriously seek to implement flexible work arrangements, this will contribute. Enhancing proactive work behaviors among its employees towards the workplace.
- D.** The research results showed a significant effect of flexible work arrangements in terms of its dimensions represented by (flexibility in the amount of work, flexibility in working time, flexibility in the workplace, flexibility in work continuity) in enhancing proactive work behavior in the Iraqi universities studied. What explains this result is the interest of academic leaders in the universities studied in the necessity of implementing flexible work arrangements and practicing them effectively in order to enhance and adopt employees' proactive work behavior in their universities.

2. Recommendations:

- A.** Urging Iraqi universities to facilitate the implementation of flexible work systems in all their departments, divisions and units to achieve the desired benefits through Providing an internal communications system by creating an internal communication platform (such as a relationship management system) used to exchange information, clarify expectations, and communicate between employees, and using modern communications systems. Adopting modern communications systems (such as internal email, team collaboration platforms, and mobile applications) to enable effective communication between employees. Staff.
- B.** It is necessary for the Iraqi universities studied to pay attention to flexible work arrangements that reflect the positive impact on employees as a whole and develop their feelings of pride and love, which contributes to enhancing their proactive work behavior towards their universities. Via making employees the focus of attention of academic leaders in the Iraqi universities surveyed, in a way that reflects a good image among employees of their departments as an integral part of its administrative system, and that academic leaders take advice from employees with high experience and skills regarding some important decisions at the university, and continuous support for employees in all the details of the university and the parental care given by academic leaders to its employees.
- C.** Encouraging initiatives and innovation, supporting employees in submitting new ideas to improve work, and providing incentives and rewards to employees who demonstrate proactive work behavior through incentive programs. Through organizing workshops to enhance

innovation and creative thinking skills by developing a rewards system that encourages employees to submit new ideas and active participation, and collecting employees' opinions about flexible work arrangements and the challenges they face. Providing the necessary support to employees through training and guidance, and establishing effective communication channels between leadership and employees to ensure understanding. Clear flexible working expectations.

- D.** Creating a stimulating work environment that encourages participation and positive interaction, and enhancing communication channels between employees and management to facilitate the exchange of ideas and information via Encouraging effective verbal communication with co-workers and management through informal channels to present their points of view and agreeing on them, organizing periodic meetings outside the work context such as coffee sessions or family meetings to enhance open communication, and using social media platforms. Social to communicate like Slack or Microsoft Teams to facilitate constructive work discussions, by dedicating specific groups or channels to specific topics to facilitate the exchange of ideas, and make employees feel that their opinions are valued and heard.

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